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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - JUNE 2013

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Iraq Administrative Reform Project



600 Water Street, SW, Washington, DC 20024, USA
Tel: +1.202.484.7170 | Fax: +1.202.488.0754
www.msiworldwide.com

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LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoI	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
COSQC	Central Organization for Standardization and Quality Control
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECBI	Education Capacity Building Initiative
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Strengthening Project (USAID)
HR	Human Resources
HRD	Human Resources Division
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
Mol	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs

MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PM	Prime Minister
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
T&D	Training and Development
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*¹) for June 1 - 30, 2013. The Monthly Report for June is due on August 2, 2013.

EXECUTIVE SUMMARY

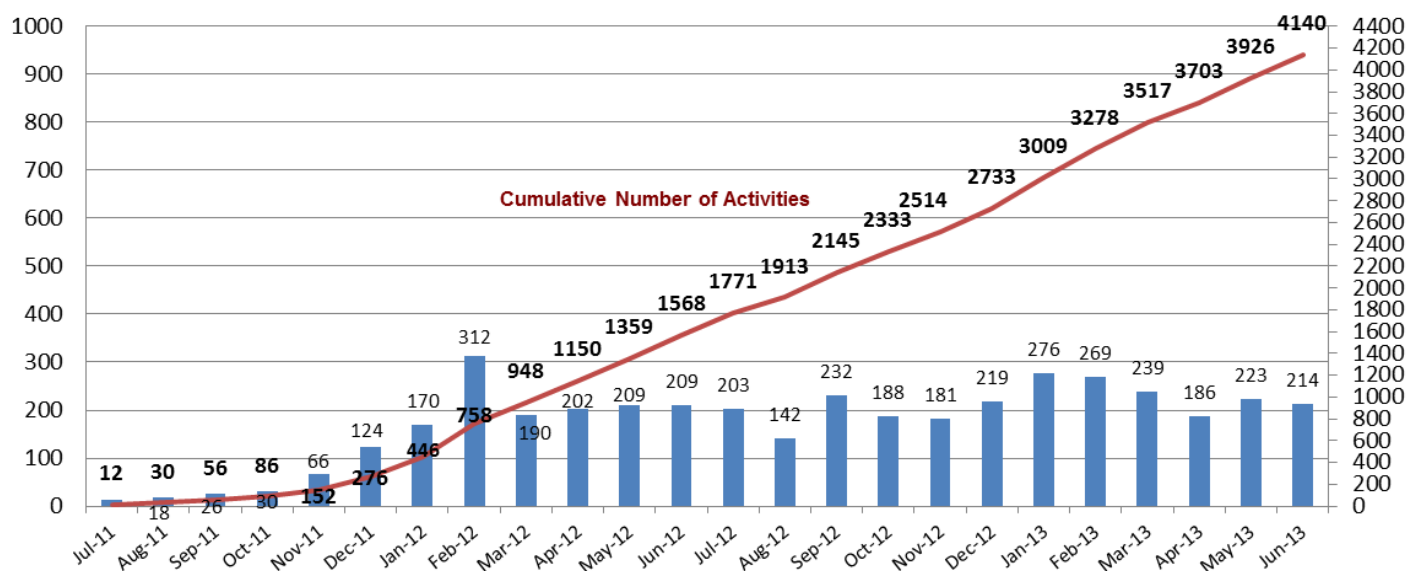
- **Cementing Change.** As USAID-*Tarabot* enters its final year of technical work, it will focus on anchoring knowledge and systems in the government so that counterpart GoI entities retain sustained abilities to resolve administrative challenges and improve their performance as institutions. This month saw a number examples: The Ministry of Youth and Sports recently mandated that a *Tarabot*-designed survey methodology be used in the ministry's efforts to improve its youth clubs. A *Tarabot* training-of-trainers (TOT) program in the Ministry of Education is set to produce 120 trainers over the next year, who will spread best practices throughout the ministry. Contract managers from the Babil Governor's Office (GO) recently shared the advice and assistance received from *Tarabot* by assisting Ninawa GO contract managers to create a website to post tenders and publicize their bidding process and procurement plan.
- **Bringing Academics Home.** Policy advisors from the Presidency Diwan presented an analysis of their research for a policy paper on "brain gain" to senior officials from ministries, universities, and parliament. They discussed solutions to convince the thousands of academics who left Iraq over the past decades to return, and recommended petitioning around specific 400 academics to come back on sabbatical. Following the presentation, the Council of Ministers, amended Decree 441, one of the laws that restricts accreditation of foreign degrees. This is one of the recommendations put forward in the brain gain policy.
- **Prime Minister's Office Policy Debates.** Advisors from the Prime Minister's Office of Policy Development held debates for senior government, university, and private sector officials on their policy papers, written with the assistance of *Tarabot* advisors. Dr. Jaman Kubba, an education advisor, presented her research on university faculty ranking and promotion, calling for higher standards for professors. Dr. Ali Shammari, an economic advisor, discussed youth unemployment. He called for cutting regulations and reforming economic laws to empower the private sector to create jobs.
- **Legal Inventory Nears Completion.** The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative has been working with 25 ministries and government institutions to inventory over two thousand economic regulations and upload them to a database. The task will be finalized in July, with the end result being a database that is accessible to the public. The ministries, private sector firms, and the ISRAR Central Unit will now review each regulation for elimination or reform.
- **Infrastructure Improved.** Ministries and governorates are utilizing *Tarabot* project management techniques on active capital investment projects to ensure that they are completed on time and within budget. Advisors have been working with Babil engineers to employ the MS Project Management software and cost estimation techniques in support of a water treatment plant rehabilitation this month. Sewage outfall was minimized during the commissioning process, and project completion brought forward by thirty days. Thousands of families in Hilla can now look

¹ For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning "Linkage".

forward to clean water. *Tarabot* has also been helping to improve the management of road building projects in Ninawa and Dhi Qar, the construction of a large bridge and power plant in Basrah, and sewage systems in Kirkuk.

Events: USAID-*Tarabot* conducted a variety of activities in June. The following description accounts for the numbers and types of events delivered.

- **Total Events:** USAID-*Tarabot* teams held 214 events (workshops and formal meetings) in June.
- **Locations:** 78 of these events were held in Baghdad, while 136 were delivered on location in 13 provinces.
- **Type of Event:** 206 events were formal assessment meetings, action planning, or implementation workshops. Eight events were informational meetings.
- **Institutions:** 126 of these events were with 21 ministries; 71 events supported the Governors' Offices; 4 events were directly with the executive offices; five events with NGOs and the private sector, one event with a Provincial Council; and seven events were attended by a mix of entities specified above.
- **Tarabot Components:** 21 events were held by the National Policy Management component, 189 by the Administrative Decentralization component, and four by the Education Capacity team.



NATIONAL POLICY MANAGEMENT (NPM)

2.1 Regulatory Reform

The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative has worked with 25 ministries and government institutions to inventory over two thousand economic regulations. ISRAR advisors have been uploading data and scanned copies of each regulation to a legal database. In early July, the online database will contain all of Iraq's relevant economic regulations, be indexed by ministry, legal taxonomy and procedures, and be publicly accessible. Ministries, private sector organizations, and the ISRAR Central Unit will then review each regulation for elimination or reform.



Regulatory review meeting

The ISRAR team, the legal departments of the Baghdad Amanat, and the Ministry of Municipalities and Public Works (MoMPW), completed a final draft of a ministerial order that will implement most of the construction permit reforms proposed in ISRAR's first package of recommendations. The order mandates the relevant government entities to eliminate unnecessary approvals, set deadlines for ministries to process applications, and establish one-stop-shops to speed up services for citizens. The order will be presented to the Prime Minister's Advisory Council (PMAC).

The Chamber of Commerce, and the Ministry of Trade, have continued to work with ISRAR to reform company registration procedures. The Chamber of Commerce has set up a one-stop-shop office in the Ministry of Trade's Company Registration Office, which will launch as soon as their new bank account is opened. It also worked with ISRAR advisors to build a database of company names, which will enable businesses to check the availability online. Previously, businesses had to travel to the chamber and submit their proposed names, and wait for a response.

2.2 Office of Policy Development in PMO

Advisors from the Prime Minister's Office of Policy Development (OPD) held two policy debates in June.

Dr. Jaman Kubba, the Education advisor from OPD held a debate at the Prime Minister's Advisory Council to present the results of her policy paper on university faculty ranking and promotion. The paper calls to reform Laws No. 40 of 1988 and No. 23 of 2008, to create higher standards for faculty promotion and ranking, using American and British models. According to these laws, a holder of a master's degree can attain the rank of full



Faculty ranking debate

professorship within three years of teaching, with just two publications. Today, out of 38,000 university teachers, only 22,000 professors hold a master's degree, though many of them instruct and supervise doctoral dissertations. Thirty-one senior officials from the Ministries of Higher Education, Education, Agriculture, Council of Ministers' Secretariat, PMAC, Deputy Prime Minister's Office, and the Universities of Baghdad, Al-Nahrain, Al-Mustansariya, and Iraq participated.

Dr. Ali Shammari, Economic Advisor in the Prime Minister's Office of Policy Development (OPD), presented his policy paper on youth unemployment. Unemployment in Iraq spiked in 1988 and has remained high since. Youth unemployment in particular has been a problem, with a generation of young people unable to live up to their potential, and prone to turn to crime and violence. Dr. Ali noted that educated and uneducated youth face different employment challenges, as do urban and rural youth. He argued that social benefits alone could not provide a long-term solution, and that the private sector should have a leading role. Citing the constitution, he said that cutting regulations and reforming economic laws would unleash the force of a market economy, and create employment. The participants largely agreed that the private sector was key to reducing youth unemployment, but only if the government supports its development. Senior officials from the Ministries of Higher Education, Education, Agriculture, Finance, Labor and Social Affairs, Planning, the Council of Ministers Secretariat, universities, and the private sector participated.

The Iraq Communications and Media Commission has approved and reserved the domain name "opd.gov.iq" for the proposed website for the Prime Minister's Office of Policy Development. Dr. Jowan Masum, the chair of the website taskforce, said the next step will be to identify a hosting server. It can be viewed temporarily on the USAID-Tarabot server at <http://109.205.114.21/switch/>.

2.2.1 Offices of Policy Development in the Ministries

The NPM team delivered six workshops aimed at building the policy development capacity of the



Ministry of Trade policy workshop

Ministry of Trade's (MoT) Foreign Economic Relations Directorate. The workshops covered the public policy cycle, including problem identification, research, risk and stakeholder analysis, decision making, and implementation.

The NPM team created an outline for the development of websites for the public policy units from the Ministries of Electricity (MoE), Trade (MoT), and Industry and Minerals (MoIM). The websites will have an introduction by the minister, information about the policy unit, and links to other policy-making

entities within government and civil society organizations. The resource will help the ministry policy units to publicize their work and build partnerships.

NPM advisors continued to assist the MoIM policy unit to design the Iraqi Revival Program for Industrialization (IRPI) strategy. The logical framework for the program has been developed, and includes three program components, indicators and sources of verification at the objective, outcome and output levels. The program's main services were identified and a management structure was drafted. A detailed work plan was developed for the rest of year to guide the development of inception documents and to launch the program.

In a meeting with Munqith Al-Baker, the Senior Advisor to the Minister of Industry and Minerals, and Head of the ministry's policy unit, NPM advisors discussed the creation of a policy webpage on the ministry's website. They also reviewed the progress of ministry-authored policy papers, and a work plan for future assistance. Mr. Al-Baker has begun to implement many of the recommendations of NPM advisors for the policy unit, such ensuring that all policy advisors work in the same office, and its public launch.

NPM delivered three workshops on "Policy Implementation and Evaluation" to the Ministries of Environment, Human Rights, Migration and Displacement, and Labor and Social Affairs. The workshops focused on policy mentoring and evaluation, the role of the inter-ministerial committees in policy implementation, and gender mainstreaming, which focuses on the impacts of policy by gender. The NPM team met the Deputy Ministers of Environment, Labor and Social Affairs, and Migration and Displacement to report on their progress in policy development and the creation of policy websites.

2.3 Office of Policy Development in President of the Republic's Diwan

Presidency advisors held a debate on their policy paper on brain gain. The policy encourages the return of Iraqi academics living abroad, to teach or administer at local universities. The Chairman of the Presidency Diwan, Naceer Al-Ani, who introduced the policy to senior officials from ministries, universities and parliament, committed to submit the paper to parliament and other relevant government agencies.



Brain Gain policy debate

The advisors presented the outcome of their research, consultations, and analysis, and put forward five options for action. They recommended the amendment of the controversial law of 1976 which restricts the accreditation of many foreign degrees. They also recommended the immediate creation of a program to enlist 200-400 Iraqi academics living abroad to commit to teach for one year in an Iraqi university. The advisors called for the creation of a joint ministerial committee, headed by the Ministry of Higher Education in partnership with the Ministries of Migration and Foreign Affairs, to manage the program.

Dr. Abd Al-Ajili, the Chairman of the Committee for Higher Education in Parliament and former Minister of Higher Education, agreed with the practical recommendations of the policy, including the need for a budget of \$40 million to fund the program. The Deputy Ministers of Migration and Displacement, and Labor and Social Affairs, similarly agreed.

As the result of the recommendations put forward in the Brain Gain policy, the Council of Ministers, in a surprise move, amended Decree 441. It now accredits graduate degrees obtained abroad and allows returning professors to retain the faculty rank they have overseas.

2.4 Policy Communication and Outreach

Following a conference to encourage universities to adopt public policy curriculum in May, USAID-Tarabot, Al-Nahrain University, and the Ministry of Higher Education announced that they will deliver training courses in July and August for university professors to develop faculty skills to teach public policy. The NPM team met Dr. Bahaa Kazem, Director General of Scholarship and Cultural Affairs at the Ministry of Higher Education, who agreed to hold a session for universities in Baghdad, and another for universities outside Baghdad.



Babil Provincial Council policy training graduation

The NPM team concluded its public policy training program for the Babil Provincial Council with a graduation ceremony at the USAID-Tarabot Babil hub office. The three-month workshop covered policy development, consultation, and communication. NPM advisors will provide further guidance to the policy-makers, if requested.

The NPM team met six NGOs from Wasit, Babil and Baghdad to offer them assistance in serving their target groups. The NGOs included the Afaq Foundation for the support of Women, the Al Hanan Association for Disabled Children from Wasit, the Iraqi Civil Action Network, the Babil Association for Agricultural and Livestock Development, Bint Al-Rafedian from Babil, and Dilal Al-Rahman Children's Care Association from Baghdad. The NGOs asked for assistance to develop policies and advocate for their representatives.

ADMINISTRATIVE DECENTRALIZATION (AD)

3.1 AD Component Wide

USAID-Tarabot Advisors and a senior delegation from the Iraqi government's Decentralization Committee concluded a ten-day study tour to Morocco to view their 40-year old model of decentralization. The delegation studied planning, municipal, education and public health services in Rabat, Casablanca, and Marrakesh. Viewing the advanced systems in place, as a part of Morocco's governance structure will enable the Decentralization Committee to conceptualize its own vision for decentralized governance. Following the completion of the trip report, civil servants will identify which Moroccan public administration systems can be implemented or adapted for use in Iraq, and subsequent next steps.



Tarabot and GoI Delegation to Morocco



Iraqi Youth at play

The Ministry of Youth and Sports (MoYS) mandated that all provincial offices adopt the USAID-Tarabot youth center customer survey methodology. Based on surveys in the province's 13 youth clubs, the ministry directorate in Dhi Qar produced a report with fifteen recommendations for improving youth services. Over the past year, USAID-Tarabot worked with the Ministry of Youth and Sports (MoYS) in Dhi Qar and Baghdad conducting youth club surveys and analyzing the results. The anonymous surveys allowed respondents to rate the quality of facilities and activities, and solicited recommendations for improvement. The report recommended that the Ministry provide better services for women and those aged 10-14. The ministry directorate in Dhi Qar plans to issue a new set of surveys this fall, and USAID-Tarabot has provided them the training to repeat this process on their own.

3.2 Planning Advisory Unit

USAID-Tarabot made important progress in convincing governor's office and ministry directorates to adopt project selection criteria. Joining Basrah, Muthana and Babil, the Diwaniyah Governor's Office (GO) and provincial ministry directorates formally adopted the 57 project selection criteria developed by USAID-Tarabot advisors. The governorates will use the criteria to develop their future project plans, ensuring provincial priorities are in line with the national development strategy. Adopting the project selection criteria is a crucial step towards USAID-Tarabot completing its planning training program with provinces.

Following the completion of the 2013-2017 National Development Plan (NDP) last month, USAID-Tarabot began working with the Ministry of Planning to select a set of baseline indicators to guide the ministry's monitoring and evaluation over the next five years.

3.3 Administrative Decentralization Support

USAID-*Tarabot* achieved significant progress in decentralizing administrative functions of the Ministries of Youth and Sports and Environment. The Ministry of Finance granted the Ministry of Youth and Sports the power to open accounting units in provincial offices. This will allow provincial offices manage their own finances. Previously, simple internal transactions, such as advance payments, had to be sent to the central office in Baghdad for approval a time-consuming step that often impeded activities in the provinces. USAID-*Tarabot* has provided trainings for provincial governors' offices and ministry provincial directorates on a range of powers they can legally petition for, based on the constitution. This surge in the number of decentralized powers indicates that ministries are increasingly recognizing the benefits of administrative decentralization.

The Ministry of Youth and Sport also decentralized 22 administrative functions, including the ability to authorize professional development training for employees, spending power to maintain equipment and computers, and leave approvals. Each will each have a tangible impact on the efficiency of provincial directorates' work. In a similar move, MoEN decentralized 10 powers, including the powers for purchasing stationery and writing letters of recommendation and appreciation for staff.

3.4 Project Management Advisory Unit

USAID-*Tarabot* expanded its collaboration with provincial governorates and ministries to begin implementing pilot projects using MS project and the PMI system. The Babil Governor's office agreed to adopt MS Project with 10 current projects valued at over USD 10 million dollars, this month. Project managers from the Babil Governorate used MS Project scheduling tools and estimation techniques, to reduce completion time of a waste water treatment plant by 30 days.

USAID-*Tarabot* is also working with the governors' offices in Basrah, Kirkuk, Dhi Qar and Wasit as well as the Ministries of Education and Transportation on pilot projects. The pilot projects include road building projects in Ninawa and Dhi Qar, the construction of a large bridge and power plant in Basrah, a Ministry of Migration and Displaced branch in Muthanna, and sewage systems in Kirkuk.



Waste water treatment plant site visit in Babil

USAID-*Tarabot* has completed its four core training courses with most Gol counterparts, and the next step has been the undertaking of pilot projects to allow government staff to apply their new skills to a real-life project. These lessons, combined with the establishment of permanent Project Management Offices, will ensure the project management techniques continue to be used to improve project performance, long after the *Tarabot* projects is complete.

3.5 Procurement Advisory Unit

USAID-*Tarabot* continues to work with Ministries and Governorates to create webpages to advertise procurements and attract international firms with the expertise to implement large infrastructure contracts. The Najaf Governorate recently created its own procurement page, after seeking advice from the Babil Governorate. Babil's procurement page was developed with USAID-*Tarabot* assistance. This demonstrates the value of USAID-*Tarabot*'s assistance, that Babil is passing along their new skills to other provinces.

Government entities are increasingly recognizing the benefits of using the international procurement portal dgMarket to advertise their tenders. The Ministry of Municipalities and Public Works recently posted an expression of interest on dgMarket, seeking a firm to design the software package for its One-Stop-Shop Service Centers. USAID-*Tarabot* provided assistance in developing the terms of reference, and in training evaluation teams to ensure the winner will be chosen fairly and efficiently. Two years ago, DgMarket was largely unknown in the government's procurement offices, but now nine governor's offices and three ministries use the service which has vastly increased international bidder interest for projects with the Gol.



Procurement Workshop for Ministry of Health in Erbil

3.6 Organizational Development Advisory Unit

USAID-*Tarabot* has engaged stakeholders to develop the Iraq Center for Excellence, following a conference to introduce the concept to the government. USAID-*Tarabot* has sought to harness the optimism expressed at the conference to expedite the development and implementation of an Iraqi model.

USAID-*Tarabot* advisors continued to work with ministries to complete an organizational development training cycle, including work plan development workshops for the Ministries of Human Rights and Education, and workshops on writing benchmark reports for the Ministry of Industry and Minerals. These workshops will produce ministry staff capable of independently assessing internal organizational performance and making recommendations for improvements.

3.7 Service Center Advisory Unit

USAID-*Tarabot* continued work with the Ministry for Municipalities and Public Works (MoMPW) to develop the IT systems and infrastructure for four One-Stop-Shops being developed for the Directorate of Municipalities. USAID-*Tarabot* visited future one-stop-shop sites in Anbar and Wasit to make recommendations for the interior design and layout of the services centers. The layout will feature open space with an organized, ticket-based waiting system, creating a more



Site visit of future one-stop-shop service center

transparent and efficient environment to complete services. Each center will offer ten types of municipal services.

USAID-*Tarabot* advisors have also developed the terms of reference for the customized IT software that will create an efficient system in One-Stop-Shops. The IT contract, valued at approximately USD 1.5 million dollars, has been advertised on dgMarket and has received several expressions of interest from international firms. The Ministry plans to deploy this software at 256 branches across Iraq, automating services that affect most Iraqi citizens.

3.8 Quality Management Advisory Unit

USAID-*Tarabot* met the Director General of The Central Organization for Standardization and Quality Control (COSQC) to discuss recommendations for implementing quality standards in federal ministries. USAID-*Tarabot* held workshops for the Ministries of Transportation and Health to help them adopt the documentation requirements necessary to meet ISO standards.

3.9 Iraq Development Management System

Staff from the Ministries of Labor and Social Affairs, Communications and Education were trained to enter data into the Iraq Development Management System (IDMS) including the project duration, finances, and progress. Once this information is accurately reflected in the IDMS, the Ministry of Planning will be able generate a report detailing the progress and financial standing of all operating projects and use that information to identify development priorities for the coming year. USAID-*Tarabot* also held a meeting with the Ministry of Planning and the software designer Synergy to troubleshoot the IDMS system.

3.10 Education Capacity-Building Initiative

The USAID-*Tarabot* Education Capacity Building Initiative completed its first Training of Trainers workshop for the Ministry of Education (MoEd). Each trainee had previously received training in core areas such as financial management and information technology in order to qualify for this more advanced course. This workshop provided trainees with the skills and knowledge in modern teaching methods and techniques to deliver training courses in line with international standards to staff members within MoEd. USAID-*Tarabot* will continue these ToT trainings in the coming months and will simultaneously develop a master trainer curriculum.

3.11 Process Development Advisory Group

USAID-*Tarabot* held multi-day workshops for both the Ministries of Human Rights and Agriculture on the writing of Standard Operating Procedures (SOPs) for internal ministry processes. USAID-*Tarabot* will review the SOPs and identifies where processes can be simplified or improved. Once the training program is complete, Ministry directorates will be able to develop these procedures independently and vastly improve performance and institutional knowledge.

3.12 Social Safety Net

USAID-*Tarabot* Social Safety Net (SSN) advisors met the Kurdistan Regional Government (KRG) Minister of Labor and Social Affairs and his advisors to discuss the implementation of the SSN software in KRG. They presented a draft work plan that included the staffing, training and hardware requirements needed to deploy the system. The minister promised to get the funding for the necessary hardware and trainings and to expedite the procurement process. USAID-*Tarabot* asked the ministry to set a deadline of August to finish uploading all data for the system. A memorandum of understanding is planned to solidify USAID-*Tarabot*'s agreement to provide assistance to the ministry to install the SSN system.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 27 expatriate and 245 local personnel, as of June 30, 2013. With USAID approval to open a new office and begin work in the Kurdistan Regional Government, MSI is anticipating the hire of additional long-term expatriate and long-term local staff.

Security, Facilities: The project is waiting for a signature from the Central Bank of Iraq to move a safe on the compound in order to open a Bank of Baghdad branch. The security contractor and all of the projects housed on the compound are working together to secure this approval. We plan to begin paying salaries via direct deposit or "Ezee Pay" cards through the bank in July.

USAID-*Tarabot* secured property in Erbil for offices and residences to accommodate the expansion into Kurdistan.

A new order from the Government of Iraq allows our security contractor to conduct a maximum of three movements to Baghdad International Airport per day. The project will coordinate with the security contractor to ensure airport movements proceed smoothly.